JOINT LOGISTICS EDUCATION, TRAINING, AND EXPERIMENTATION TRANSFORMATION (JLETT) WORKING GROUP

WJTSC 09-2

26 AUGUST 2009

Purpose

- To provide a comprehensive briefing on the recently completed JLETT Joint Logistics Education, Training and Exercise Study (JLETES).
- The presentation will include a discussion on the methodology, findings, and recommendations of the JLETES as well a detailed analysis of the results from the revised JLETES survey.
- The working group will also discuss a proposed roadmap to improve Joint (Interagency and Multinational) logistics education and training.

Agenda

1300 – 1315 Welcome (Warren Bizub, USJFCOM J-7

1315 – 1500 JLETT Overview (Jim Toone)

» COCOM Joint Logistics Education, Training, and Exercise Study
(Jim Toone & Jeanne McDonnell)

» COCOM Joint Logistics Education, Training, and Exercise Study Survey Results (Jeanne McDonnell)

» Joint Deployment & Distribution Support Platform (Ed Savacool)

1515 – 1630 Proposed Roadmap and Way-Ahead (Jim Toone & Jeanne McDonnell)

1630 – 1700 WJTSC Issues Review & Open Forum Discussion (Warren Bizub)

Study Background

- Congressionally-mandated study sponsored by ODUSD-L&MR and JFCOM to:
  - Develop a Sense and Respond Logistics (S&RL) Roadmap (**http://www.cougaarsoftware.com/srl/srl-report-download.htm**)
  - Execute an independent study on the effectiveness and efficiency of Joint Logistics education and training
  - Expand experimentation capabilities to demonstrate Joint Logistics functions that are dual-use in nature
- This brief summarizes the independent study

Study Approach

- **Approach**: Determine how Joint logistics education and training could be improved to best support the Warfighter and facilitate freedom of action for the Joint Force Commander

- **Timeline:** August 2008 – July 2009

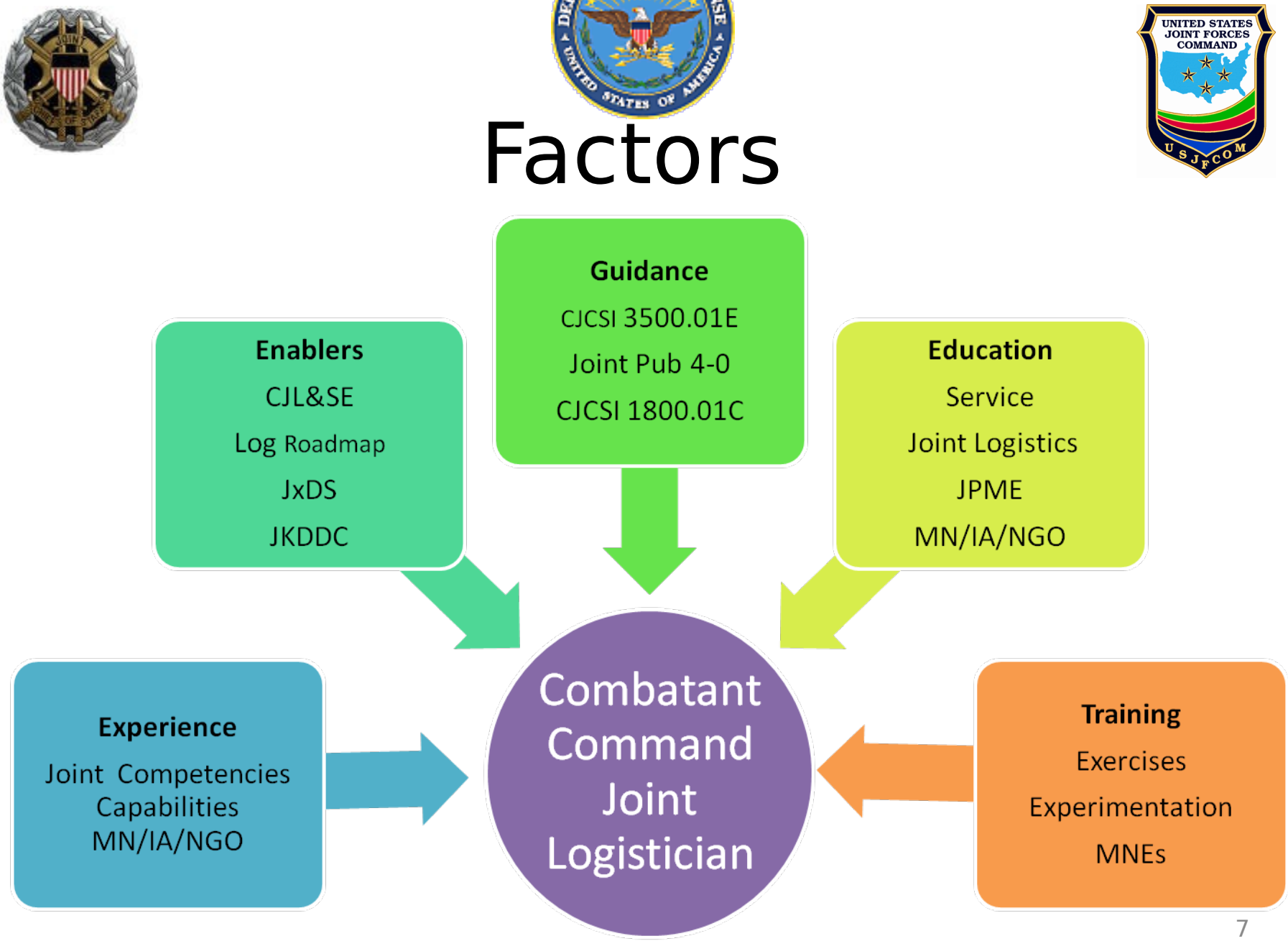
- **Deliverables:**
  - Joint Logistics Education and Training Study
  - Worldwide Joint Scheduling and Training Conference Working Group
  - Survey Data and Analysis
  - Education and Training Landscape

- **Stakeholders:** DOD, Combatant Commands, Services, and Joint Staff

Study Methodology

- **Reviewed :**
  - Previous studies on or related to Joint logistics education and training since 2006
  - Combatant Command and Services Lessons Learned and Exercise After Action Reports
  - Multinational Experiment and Unified View reports and briefings
- **Surveyed Combatant Command J-4 and J-7 Branch Chiefs and Action Officers on:**
  - Joint Planning and Logistics Proficiencies
  - Logistics play and use of logistics tools in exercises
  - Joint Logistics Education and Training
- **Interviewed Subject Matter Experts from:**
  - Joint Staff
  - Combatant Commands
  - Educational Institutes
  - Services
- **Collected and Consolidated Data:**
  - Military Joint and Service logistics-related education and training courses
  - Civilian logistics education and training courses relevant to DOD personnel

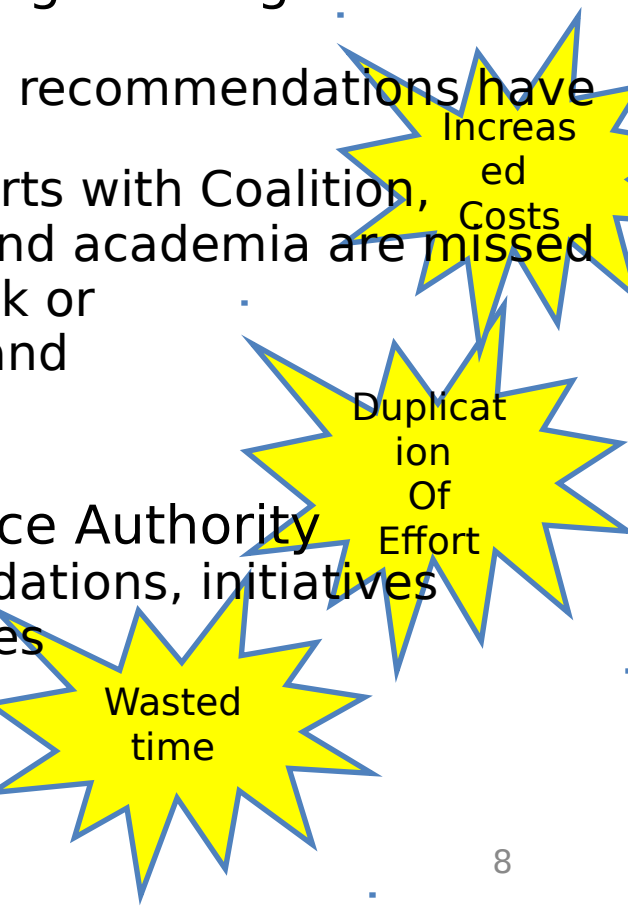
Factors


Guidance
CJCSI 3500.01E
Joint Pub 4-0
CJCSI 1800.01C
Enablers
CJL&SE
Log Roadmap
JxDS
JKDDC
Education
Service
Joint Logistics
JPME
MN/IA/NGO
Experience
Joint Competencies
Capabilities
MN/IA/NGO
Combatant Command Joint Logistician
Training
Exercises
Experimentation
MNEs

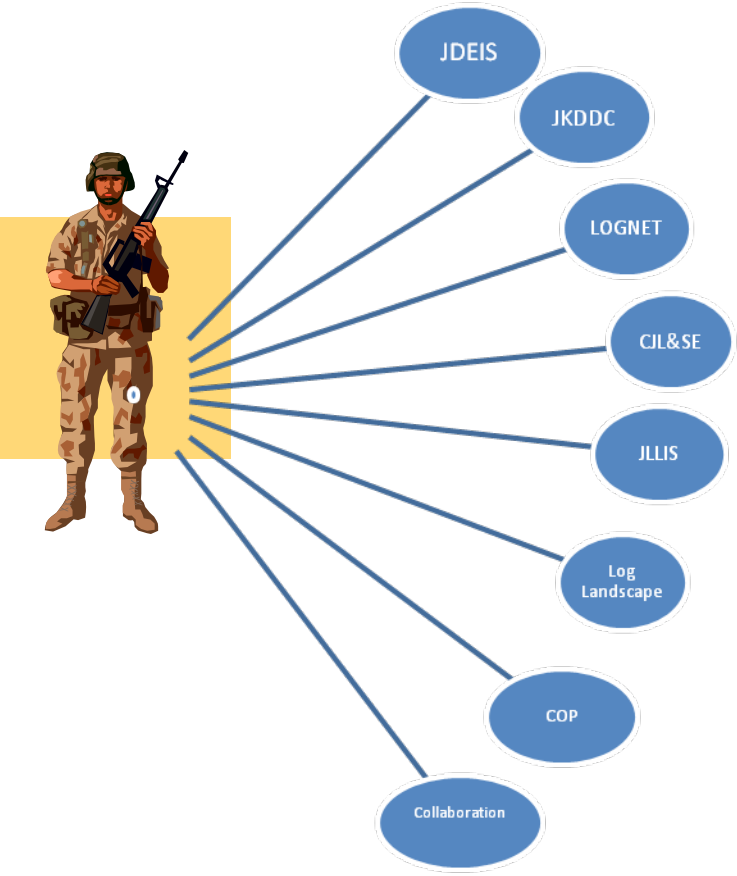
Overarching Findings

1. Lack of a Joint Logistics Advanced Knowledge Management System
   - Myriad of DOD Joint logistics initiatives and recommendations have not been disseminated or shared
   - Opportunities to synergize partnership efforts with Coalition, Interagency, NGOs and private industry, and academia are missed
   - Joint logisticians do not have the reach back or access they need to planning information and Joint logistics education and training

2. Lack of an overall Joint Logistics Governance Authority
   - No tracking of logistics studies, recommendations, initiatives
   - No oversight to ensure Joint logistics courses are reviewed or certified by JFCOM
   - No coordination of initiatives



Advanced Knowledge Management System



Technologies*:

- Query Tools
- Natural Language Processing
- Semantics/Ontologies Model of .mil Domain
- Semantic Web Technologies
- Knowledge Mining/Pattern Recognition Tools
- Expert System
- Semantic Mediators
- Unified Object Modeling
- Data Warehousing Tool
- Distributed Knowledge Representation
- Image Analysis & Recognition Tools
- Video Analysis & Recognition Tools
- Semi-Automated Plan Interpretation – Semantic Tech.
- De-confliction Tools

*From Cougaar JLETT S&RL Roadmap

Proposed Joint Logistics Education & Training Governing Authority

- Joint Logistics Education & Training Executive Workshop Members
- Center for Joint and Strategic Logistics Excellence (CJSLE)
- CJSLE Executive Steering Committee
- Logistics Functional Capabilities Board (FCB)
- Joint Logistics Education and Development Forum
- Worldwide Joint Scheduling and Training Conference (WJTSC) Logistics Working Groups
- Training Gaps Analysis Forum

Recommendation: Joint Logistics Education & Training Executive Workshop Members w/ addition of Combatant Command Representatives

Good News

- Joint Lessons Learned Information System (JLLIS)
- Joint Doctrine, Education and Training Electronic Information System (JDEIS)
- JTF Headquarters Training Guide
- Doctrine Networked Education and Training Website (DOCNET)
- Multinational Experimentation Series (MNE)
- Joint Training & Experimentation Network (JTEN)
- Training Gaps Analysis Forum (TGAF)
- Joint Capabilities Area Mgmt System (JCAMS)
- JKDDC
- WJTSC
- JLDEF
- CJLSE
- DOD Logistics Roadmap
- Joint Logistics Community of Practice (DAU ACC)
- National Logistics Curriculum (12 Point)
- Quadrilateral Log Forum Training Requirements Working Group
- Strategic Mobility 21
- Logistics Joint Capability Areas
- JXDS
- Logistics Observer Trainers
- Unified View
- Logistics Human Capital Strategy
- LOGTOOL
- NDIA & Civilian Educational Partnerships

Key Findings

1. Recommendations and findings from previous studies on or related to Joint logistics education and training since 2006 have not been implemented or adequately shared.
2. Logistics Joint Capability Areas (JCAs) have not been fully adopted or incorporated into logistics education and training or exercises.
3. Joint logistics education and training are lacking in the areas of redeployment, retrograde, operational support contracting, irregular warfare, engineering, etc. Additionally, there is Joint logistics education and training available that is not fully utilized. Formal process for review of new Joint Logistics courses not fully implemented or followed.
4. Logisticians serving on Combatant Command or JTF Staffs generally do not have the requisite Joint planning skills needed to allow them to be fully effective.
5. Although there are pockets of logistics lessons learned and exercise after action reports, few are shared.
6. More collaboration is needed between JFCOM, TRANSCOM, and the geographic CCDRs regarding realistic logistics play in exercises.
7. The future training system of logistics simulations must focus on mobilization, deployment, and redeployment.
8. Logistics experimentation within the MNE series and JFCOM's Concept Development and Experimentation efforts have produced solid recommendations and DOTMLPF changes.

Questions?

Combatant Commander Joint Logistics Education, Training, and Exercise Survey Results

Presented at Worldwide Joint Scheduling and Training Conference
26 August 2009

Survey Background

- Initial survey conducted early 2009 to support Congressionally-mandated study on effectiveness and efficiency of Joint Logistics education and training
- Results presented at WJS&TC Mar 09
- Recommendations from workshop resulted in follow-on survey to gather additional data
- Survey went to Combatant Commands via JSAP July 2009

Survey Set-up

- **What:** Follow-on survey developed by Enterprise Management Systems with input from WJS&TC attendees and reviewed by JS, JFCOM, TRANSCOM, and NDU representatives

- **Who:** Aimed at logisticians (Branch Chief and Action Officer level) currently assigned to a Combatant Command – all CCDRs participated

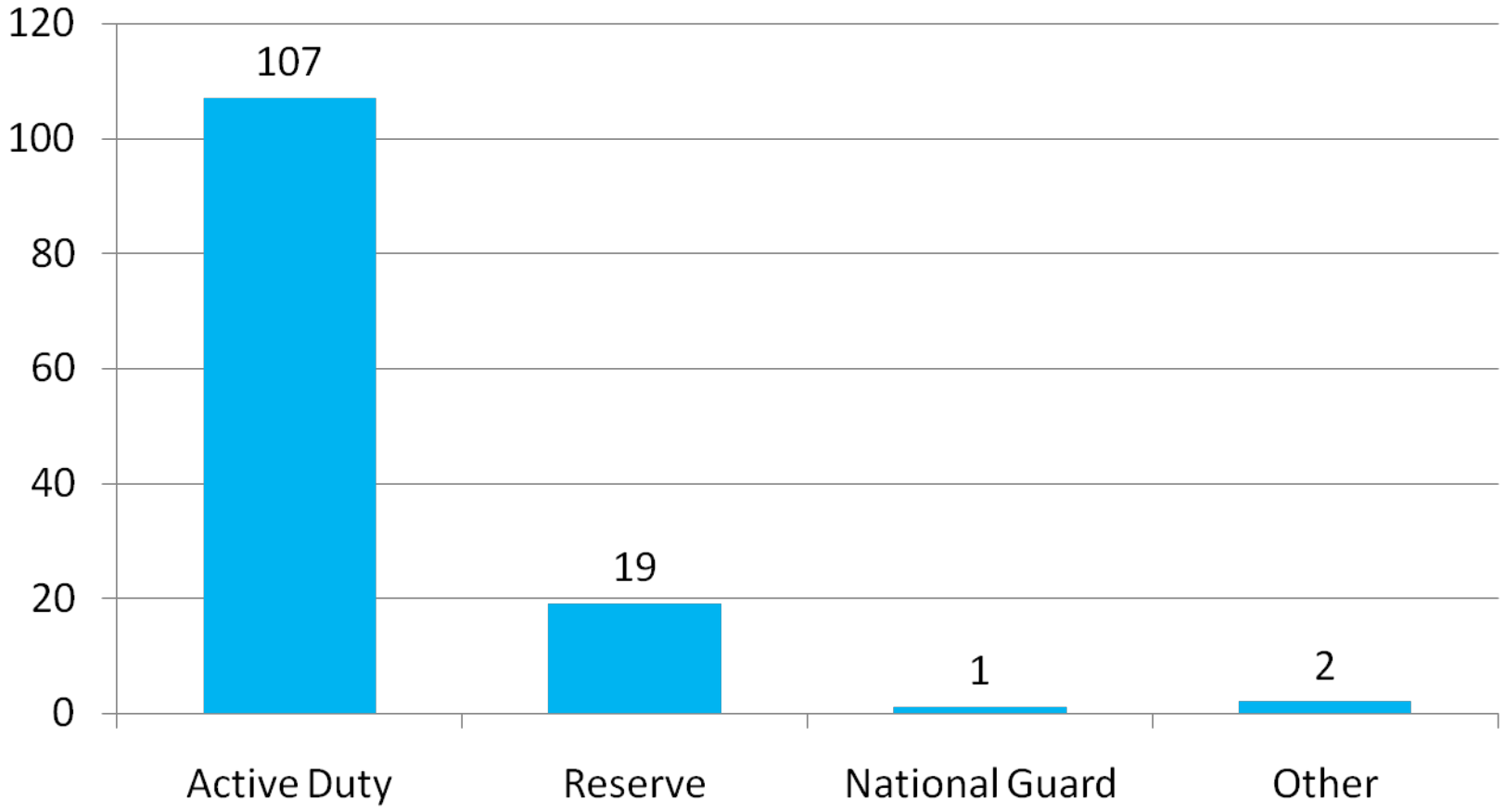
- **Why:** Determine the effectiveness and efficiency of Joint Logistics education and training, identify gaps and seams, and assist in mapping way-ahead

- **Stakeholders:** DOD, CCDRs, Services, and Joint Staff

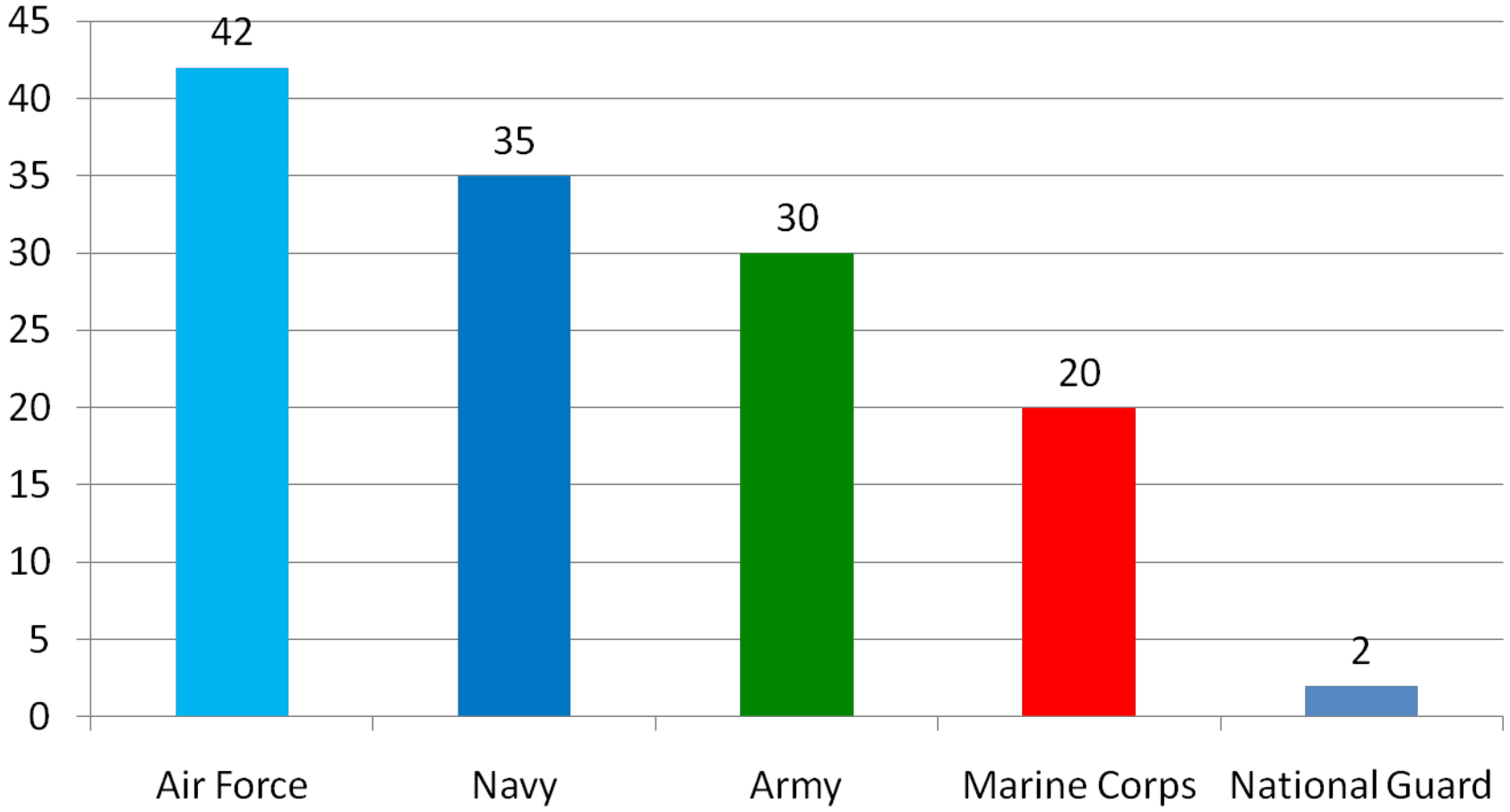
CCDR JLETT Survey Areas

- Personal Data
- Supervisory input
- Joint Planning Processes Proficiency
- Joint Logistics Training/Education
- Logistics Play and Tools in CCDR Exercises
- CCDRs Ability to Conduct Joint Logistics
- Comments
- Total Respondents: 239

Status of Active Duty



Service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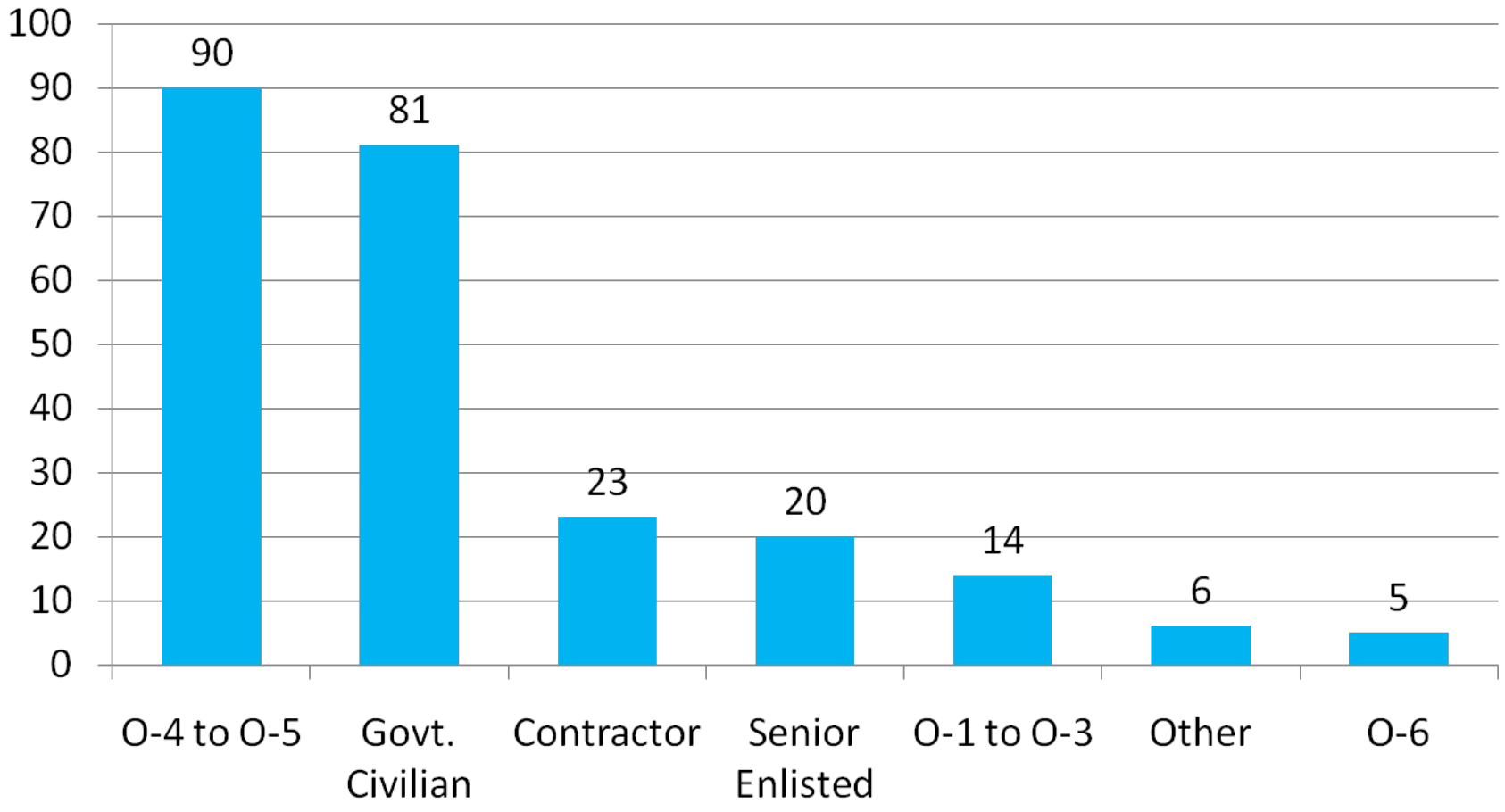
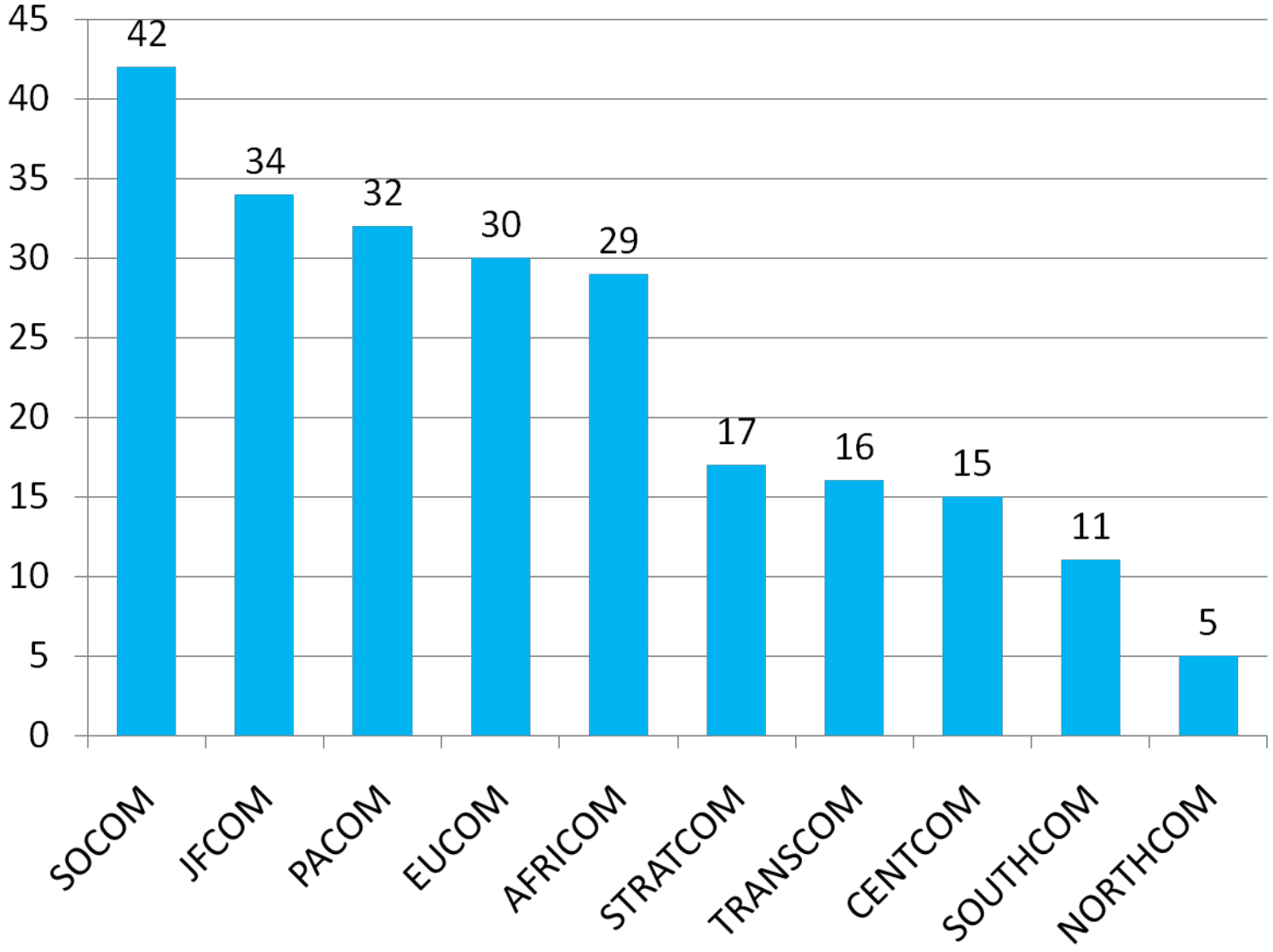
National Guard

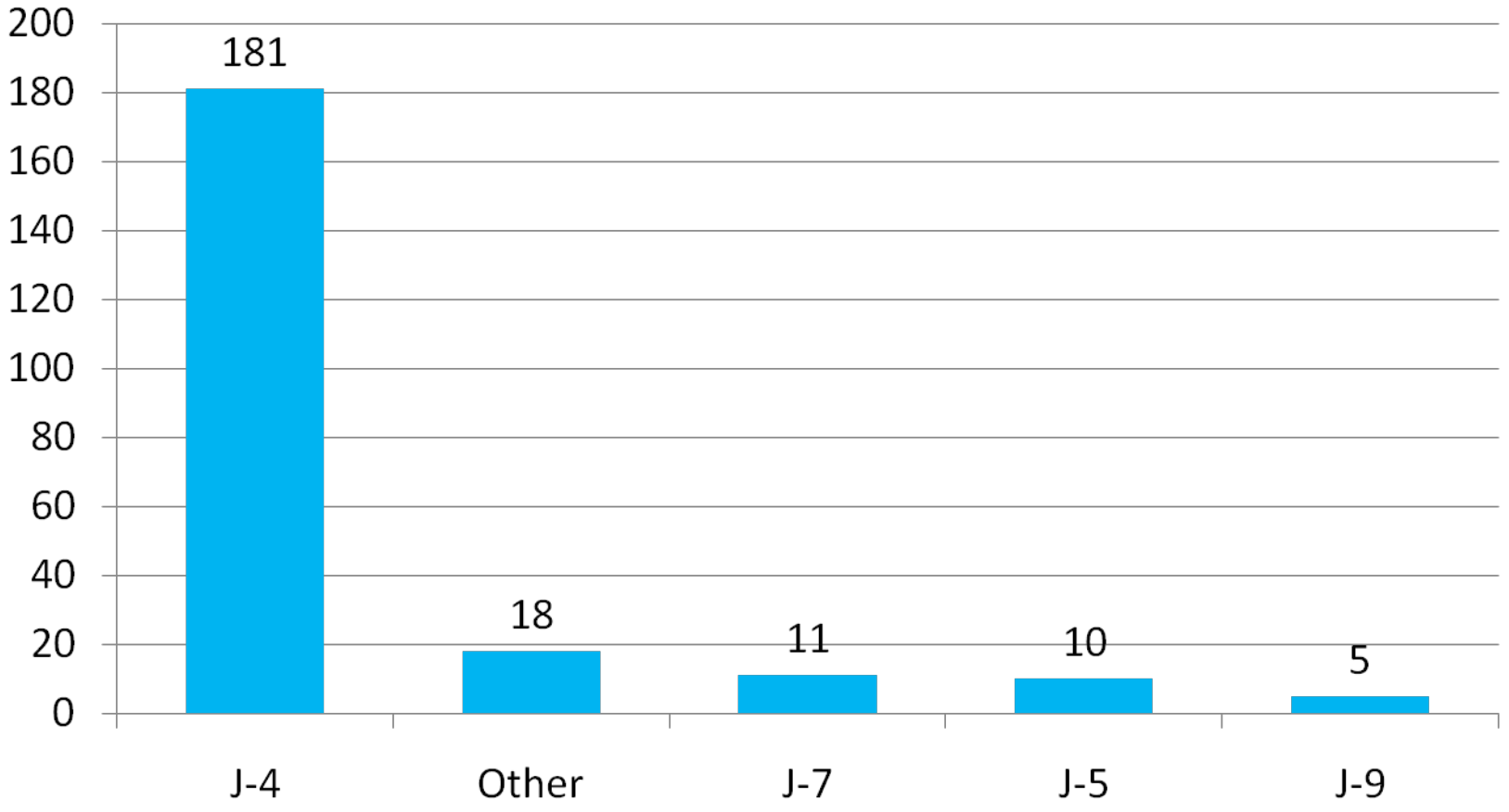
Rank or Status



Combatant Command



J-Code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J-5
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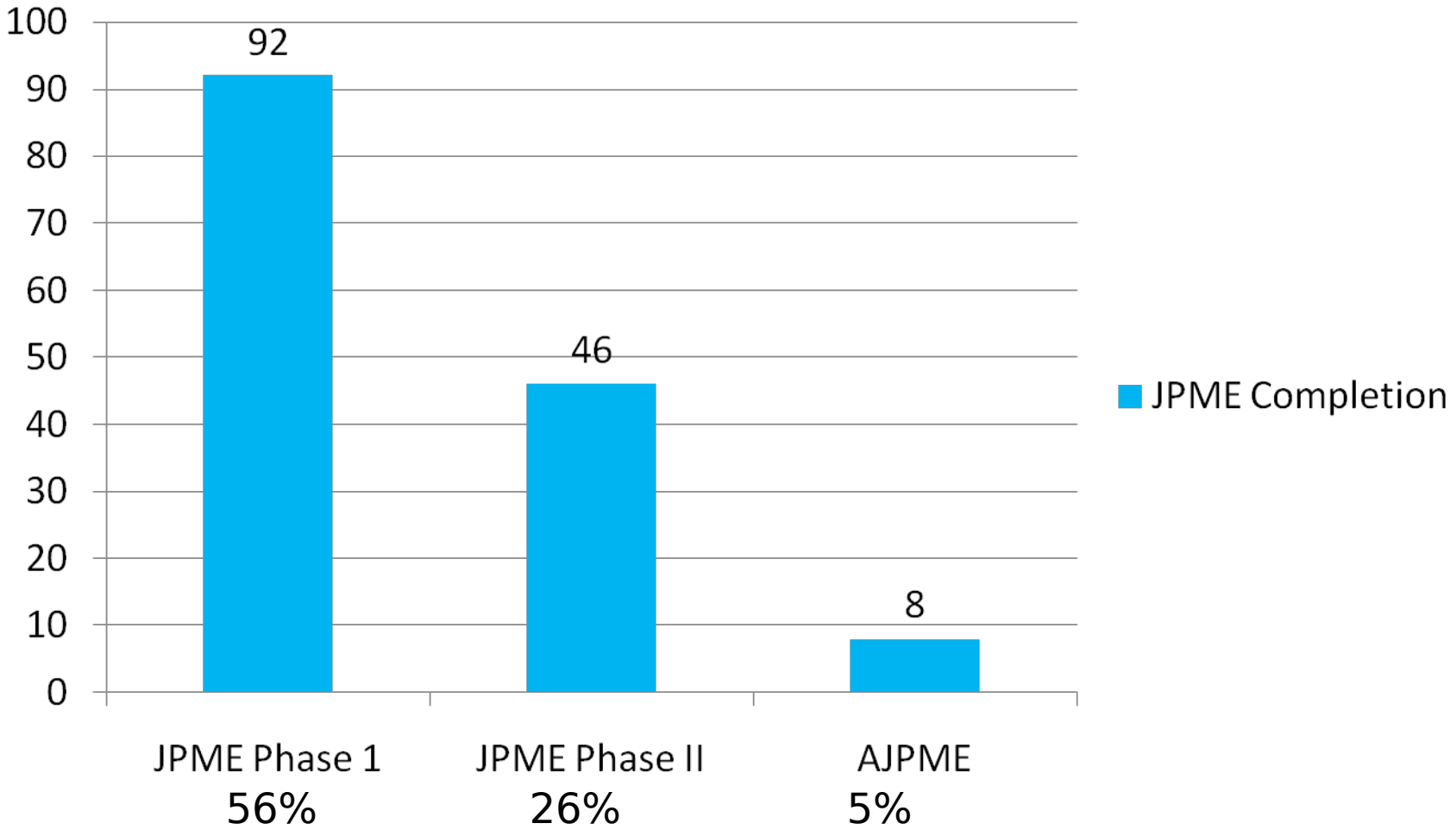
Survey Respondents



Survey Results

- Top Two Box Analysis: shows % of respondents answering agree or strongly agree
- Questions asked on Likert Scale:
  - 5 - Strongly agree
  - 4
  - 3
  - 2
  - 1- Strongly disagree
- Each question allowed for comments and there was an overall comment question

My action officers are proficient in the following Joint Planning Processes:

Process	My AOs are proficient:
Joint Operation Planning and Execution System	30%
Deliberate Planning	40%
Crisis Action Planning	43%
Adaptive Planning	32%
Joint Strategic Capabilities Plan	26%
Combined Ops Planning (Multinational)	30%
Civil/Military Ops Planning (Interagency)	29%
Global Force Management	34%

29% Respondents Were Supervisors

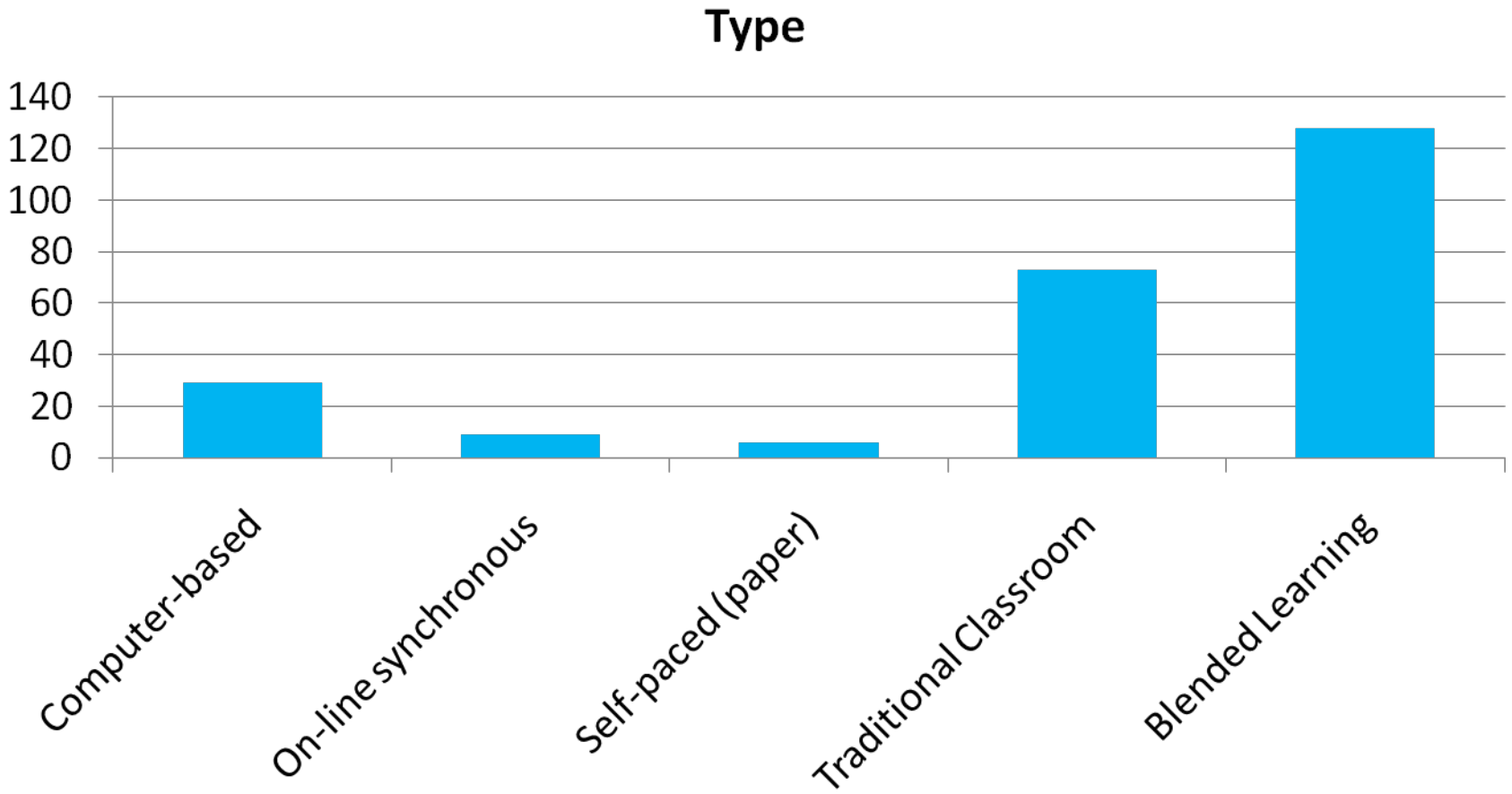
Joint Logistics Training & Education:

Question	Top Two Block Score
My AOs received adequate Joint logistics training/education prior to their arrival at this tour	11%
I received adequate Joint logistics training/education prior to my arrival at this tour	27%

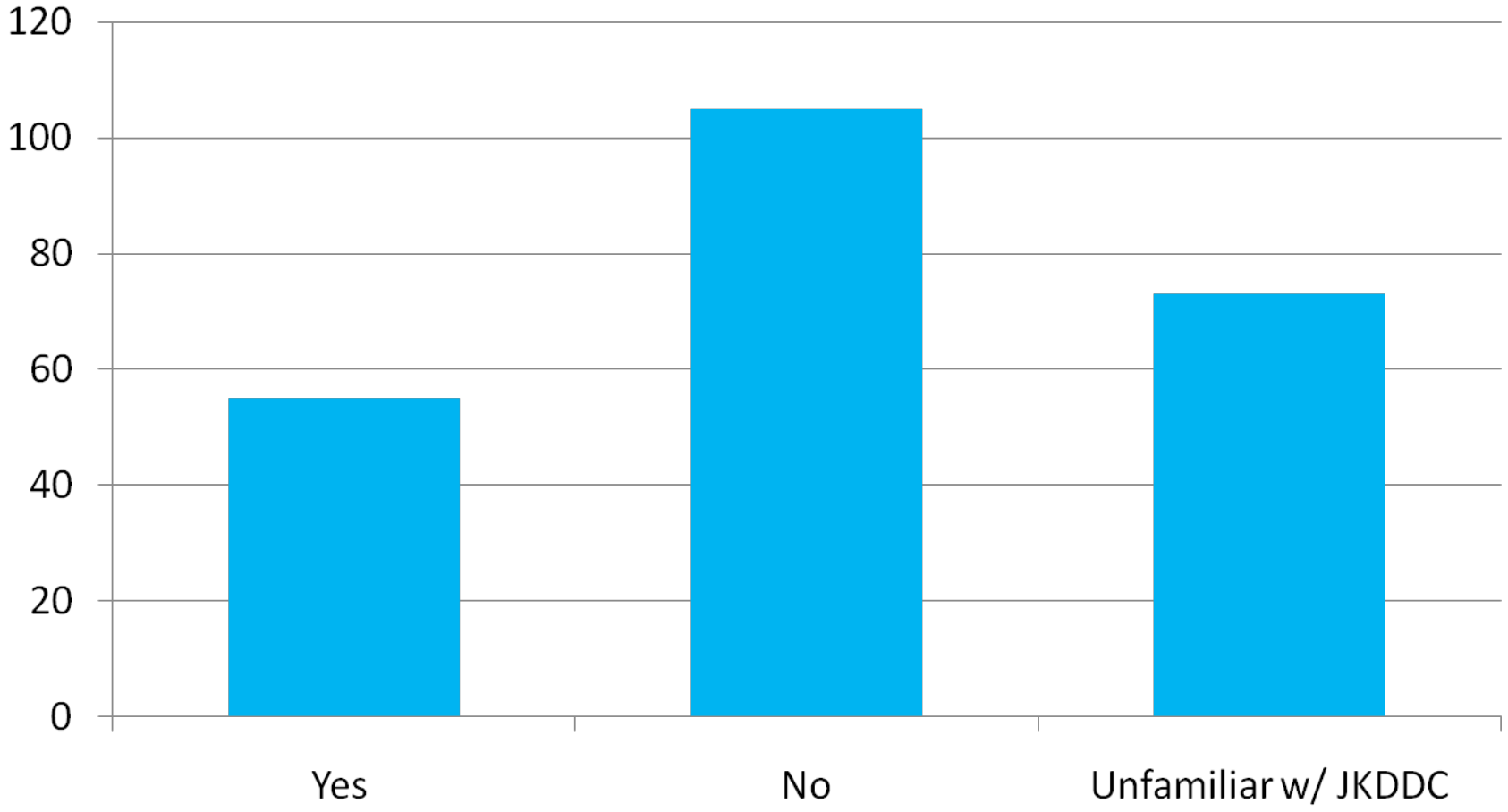
I came to this job with proficiency in the following Joint Planning Processes:

Process	Top Two Block Response:
Joint Operation Planning and Execution System	25%
Deliberate Planning	43%
Crisis Action Planning	43%
Adaptive Planning	31%
Joint Strategic Capabilities Plan	25%
Combined Ops Planning (Multinational)	28%
Civil/Military Ops Planning (Interagency)	27%
Global Force Management	18%

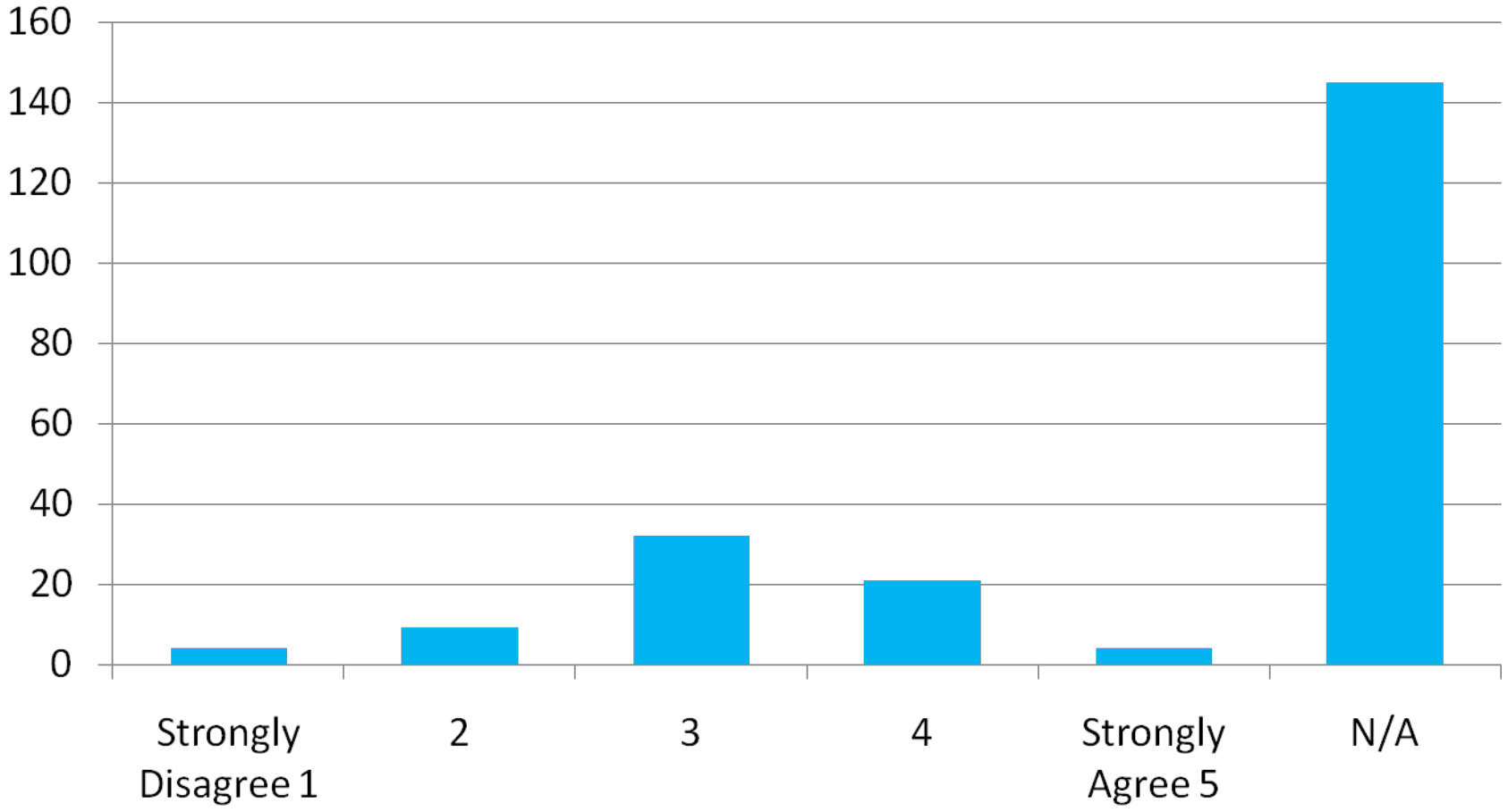
I believe the optimal learning environment for Joint Logistics education and training is:



Have you taken a JKDDC or other JKO course on a Joint logistics-related topic?



The Joint logistics on-line courses available from JKDDC/JKO have been useful.



My Service prepared me with sufficient knowledge to assume the following responsibilities in my Joint position:

Area	Top Two Box Score:
Supply	59%
Maintenance Operations	50%
Deployment and Distribution	61%
Health Service Support	27%
Engineering	24%
Logistics Services	69%
Operational Contract Support	37%

Logistics play in CCDR Exercises:

Question	Top Two Block Score
Logistics are adequately emphasized during exercises at my CCDR	61%
Logistics are realistically played during exercises at my CCDR	43%

Use of systems in CCDR Exercises:

System	I feel it is Important to use:	System is used at my COCOM:
JOPES	91%	77%
Joint Capability Requirements Manager (JCRM)	77%	58%
Single Mobility System	88%	81%
Consolidated Air Mobility Planning System	78%	54%
JFAST	84%	50%
Global Transportation Network	89%	76%
GCCS COP	89%	70%
Global Combat Support System -Joint	87%	63%
Global Decision Support System	82%	56%
Collaborative Force Analysis Sustainment & Transportation	76%	54%

I have received adequate training on the following systems:

System	Top Two Box Score
JOPES	29%
Joint Capability Requirements Manager (JCRM)	6%
Single Mobility System	22%
Consolidated Air Mobility Planning System	6%
JFAST	12%
Global Transportation Network	26%
GCCS COP	15%
Global Combat Support System -Joint	14%
Global Decision Support System	8%
Collaborative Force Analysis Sustainment & Transportation	9%

If augmented to a JDDOC, I have the knowledge and capabilities to support the CCDR in the following areas:

Area	Top Two Box Score
Supervise logistics staff to support CCDR intent	72%
CCDR Deployment Requirements	59%
CCDR Redeployment Requirements	59%
Total Asset Visibility	57%
Logistics Sustainment	66%
Retrograde	56%

My logistics organization can manage the theater distribution architecture in coordination with:

Organization	Top Two Block Score
Theater organizations	75%
National-level support organizations	75%
Service departments	74%
Multinational/coalition military capabilities	65%
Interagency operations	61%

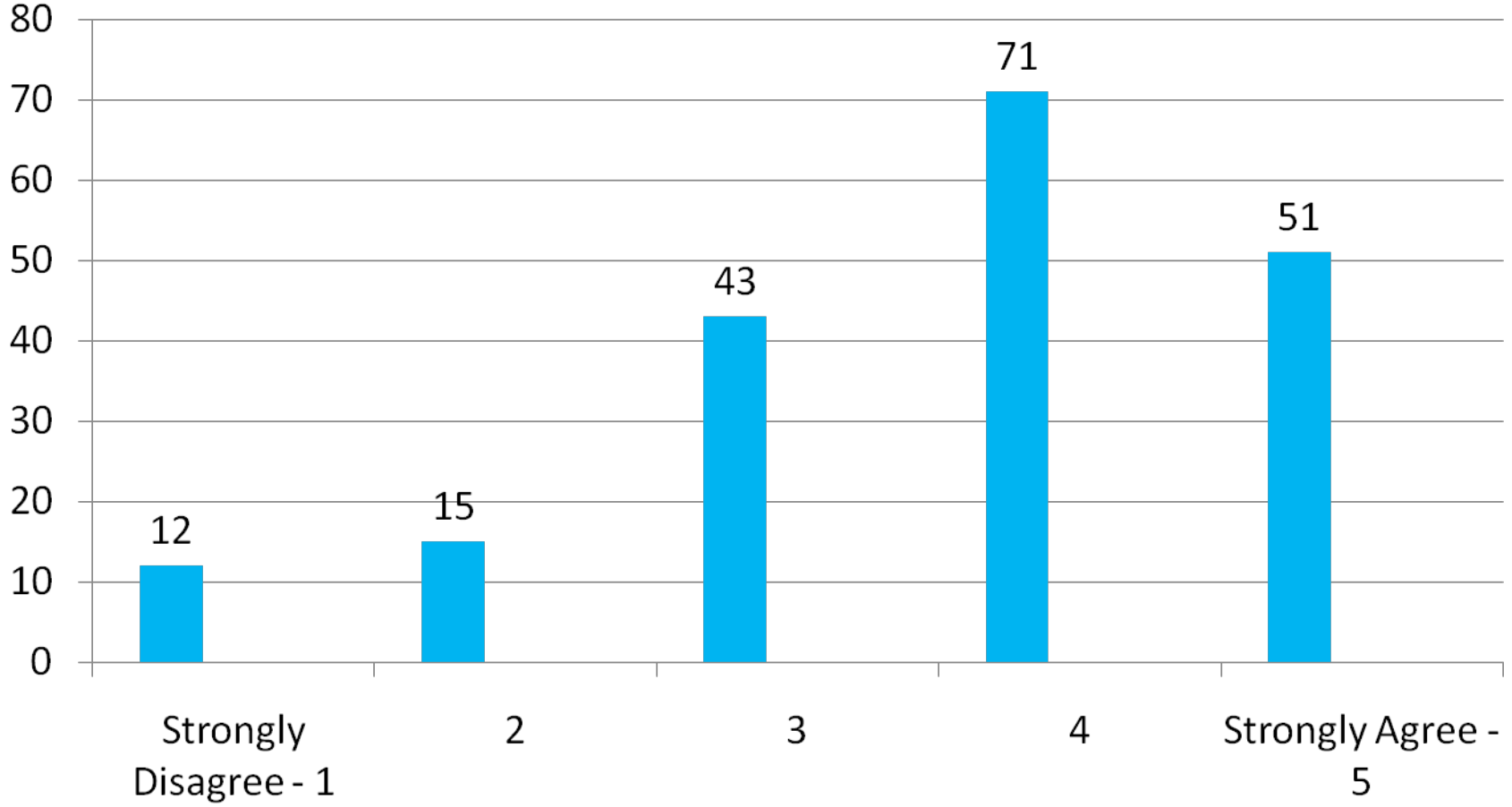
I feel Joint logisticians need the following competencies:

Competency	Top Two Block Score
Supply Chain Management	82%
Deployment	96%
Distribution	95%
Maintenance	66%
Life Cycle Logistics	69%
Operational Logistics	93%
Log. Management Info. Systems	86%
Leading Change	72%
Leading People	84%
Enterprise-wide Perspective	74%
Business Acumen	69%

Logistics capabilities within my CCDR and available training/education:

Capability	Well represented in my organization:	Training and education on this is available:
Supply	78%	39%
Maintenance Operations	52%	34%
Deployment and Distribution	80%	49%
Health Service Support	54%	24%
Engineering	67%	27%
Logistics Services	75%	36%
Operational Contract Support	61%	37%
Joint Operational Planning	75%	54%

I believe at the operational level, I can set the conditions for tactical level logisticians to achieve success:



What logistics education or training would you like to be made available to you or your organization?

- JPME I & II
- Basic Log training
- Interagency Ops trng
- Theater Log courses
- ALMC courses
- Log 101/102
- ACQ 101/102
- IA Medical Log Plng
- Strategic Medical Log Plng
- Service-unique Log Systems
- Coalition Logistics Ops
- NATO Logistics
- JSOC Log Courses
- Life Cycle Logistics
- Logistics planning
- Strategic National seminars
- Supply Chain Mgmt
- GCCS-J
- JOPES
- JFAST
- JCRM
- GFM
- CFAST
- Operational Contract Support
- Contract Law
- Defense Support to Civilian Agencies
- Project Management Courses
- Maintenance Courses

DEPARTMENT OF DEFENSE
UNITED STATES OF AMERICA

UNITED STATES
JOINT FORCES
COMMAND
USJFCOM

Questions?

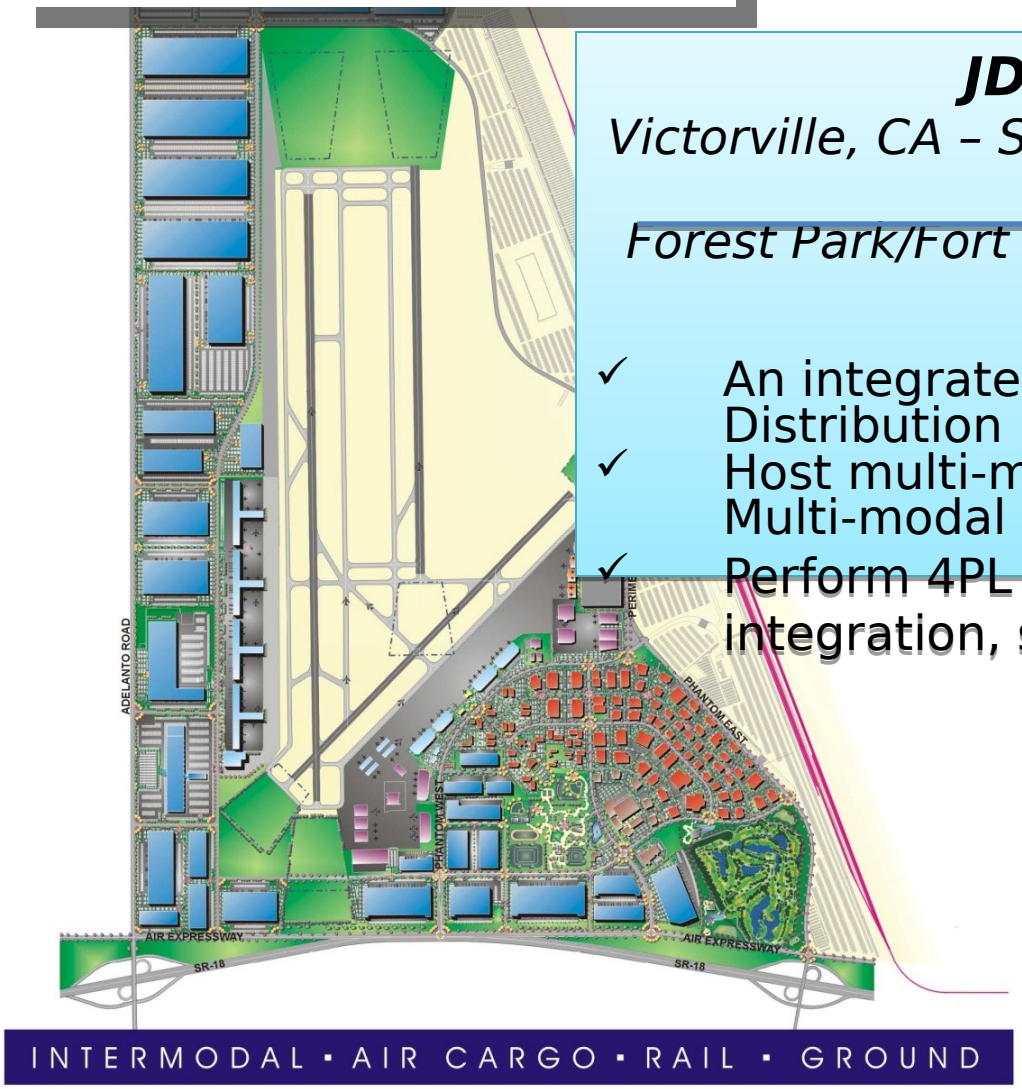
Joint Experimentation

The Alignment of Two Programs & Multiple Stakeholders

- Agile Port System (APS) -

- Joint Deployment & Distribution Support Platform - (JDDSP)

GLOBAL ACCESS™
@ SOUTHERN CALIFORNIA LOGISTICS AIRPORT



INTERMODAL • AIR CARGO • RAIL • GROUND

JDDSP Prototypes

Victorville, CA – Southern California Logistics Airfield (SCLA)

Forest Park/Fort Gillem, GA – Local Redevelopment Authority

- ✓ An integrated node in the Joint Deployment and Distribution Enterprise (JDDE)
- ✓ Host multi-modal operating system (Inland Port Multi-modal Operating System (IP-MTOPS)
- ✓ Perform 4PL supply/distribution network virtual integration, synchronization

Macro-Level Design Concept Review

- Service Oriented Architecture
  - Open Standards Framework, Secure, Scalable, Agile, Web Services (plug and play services to meet the functional requirements)
- Development based on ABC approach
  - A – Adapt existing systems/services
  - B – Buy existing best-of-breed services
  - C - Create services to fill-in the gaps
- Data integration in semantic web store
  - Semantically enabled data tested

Our initial technology partners will provide the baseline capabilities and infrastructure during the POC phase

GT Nexus

Ocean shipment In-Transit Visibility

Standardized EDIx12 310/315 data: Maersk, NYK and CMA-CGM

Transentric

Rail shipment In-Transit Visibility

Standardized EDIx12 417 and CLM data: BNSF

One Network Enterprises

Distribution & Transportation Management Platform

Container visibility, status information, and monitoring; local dray shipment prioritization

Savvis

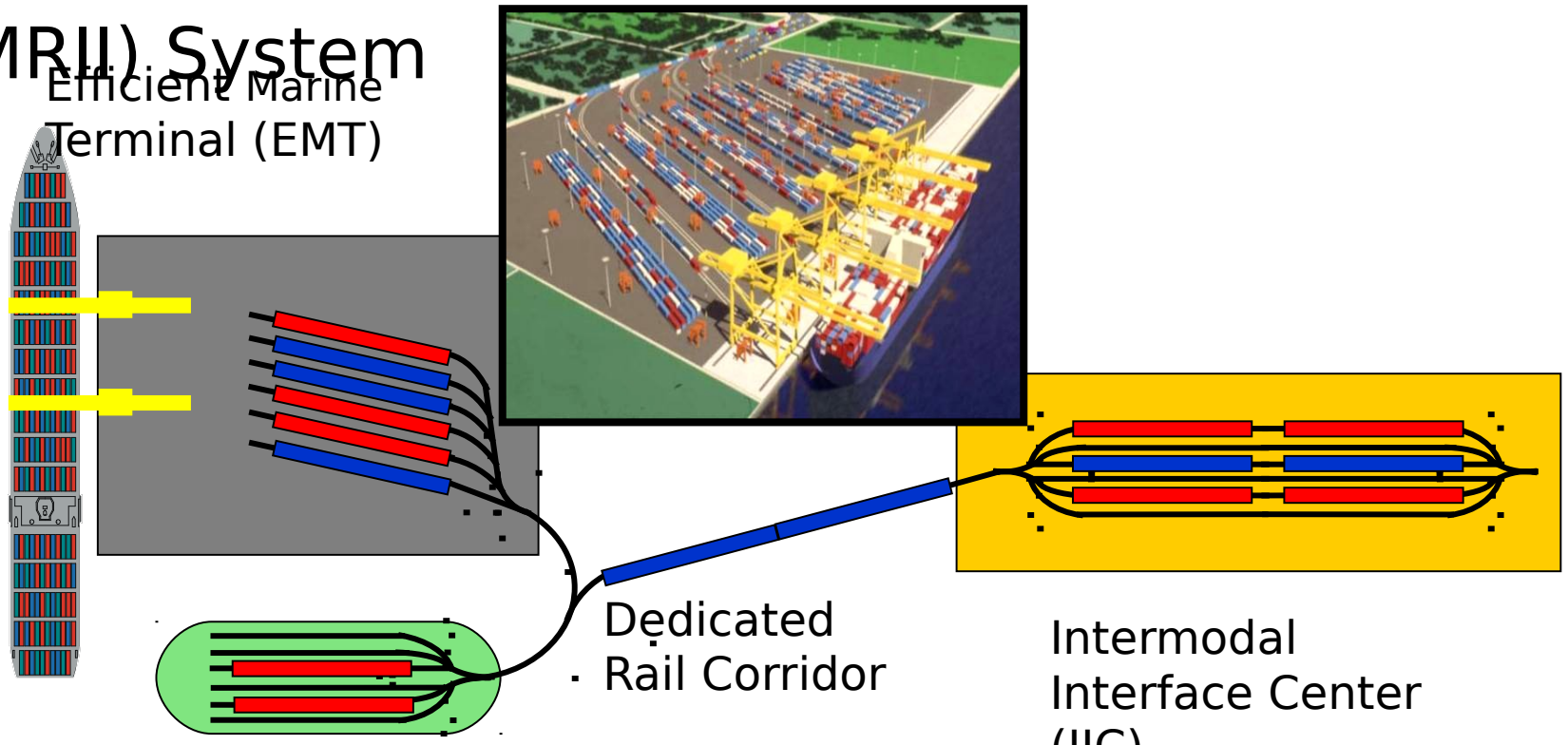
Managed Hosting Environment

Infrastructure to support Integration Testing and Pilot Demonstration

Level 6 will continue to evaluate additional technology partners that will be developed in subsequent phases to provide functionality but will not be in scope for development during the Initial Proof of Concept Phase.

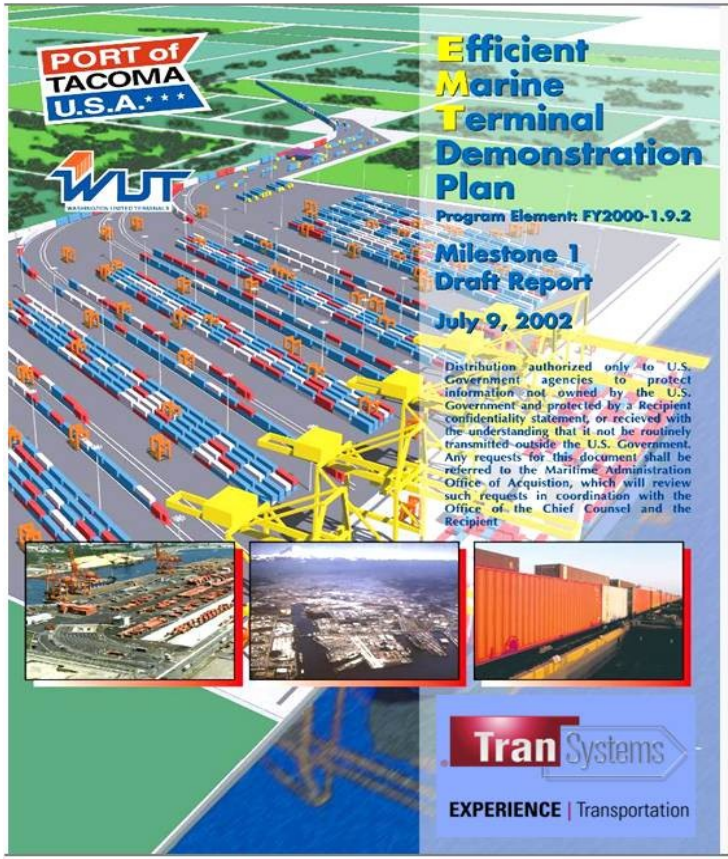
An Agile Port System (APS) Concept

US DoD Agile Port Technologies: Efficient Marine/Rail Intermodal Interface (EMRII) System



Based on US Patent # 5,505,585

APS Commercial Experimentation


PORT of TACOMA U.S.A.
WUT
Efficient Marine Terminal Demonstration Plan
Program Element: FY2000-1.9.2
Milestone 1 Draft Report
July 9, 2002
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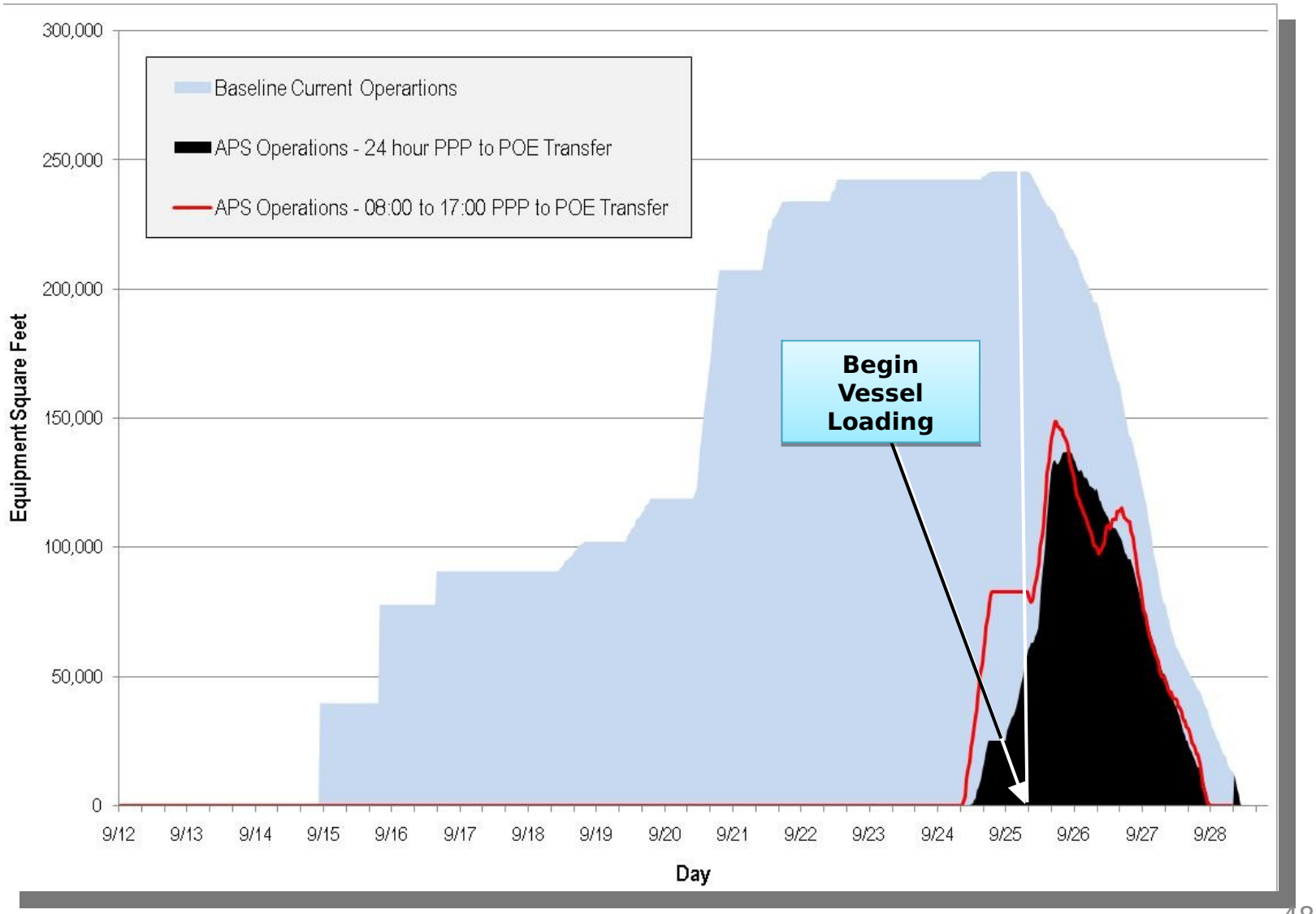
TranSystems
EXPERIENCE | Transportation

TranSystems Efficient Marine Terminal Demonstration at the Port of Tacoma demonstrates an ability to increase capacity up to 300% and decrease terminal operating costs up to 40%.

Participants

TranSystems
CCDoTT
USDoT MARAD
USDoD USTRANSCOM
ILWU
Port of Tacoma – Strategic Port
Hyundai
Washington United Terminals

APS Simulation Results Vs. Deployment Affect on POE



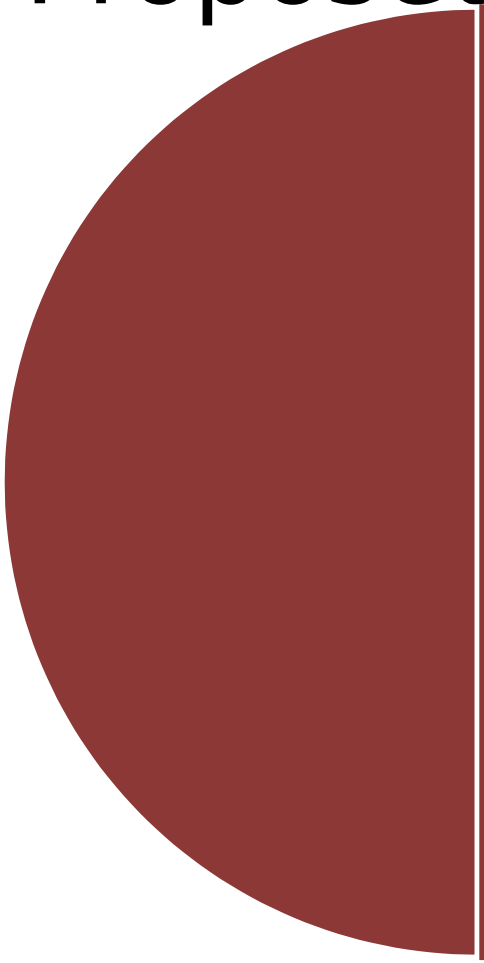
JDDSP Experimentation
The JLETT “Task 3”

- Initial Capabilities Document (ICD) and Experimentation Plan reviewed by JFCOM J9
- The task focused on developing JDDSP experimentation
  - JDDSP would act as a node in the Joint Deployment and Distribution Enterprise (JDDE).
  - Dual-use experimentation (show commercial and military utility)
- Final Products:
  - Revised JDDSP ICD &
  - Revised JDDSP Joint Experimentation Plan
    - Joint Force Deployment employing Agile Port System concepts & systems designed to support JCTD selection
    - Experimentation with a JDDSP Prototype at Fort Gillem, GA

QUESTIONS?

JLETES PROPOSED ROADMAP

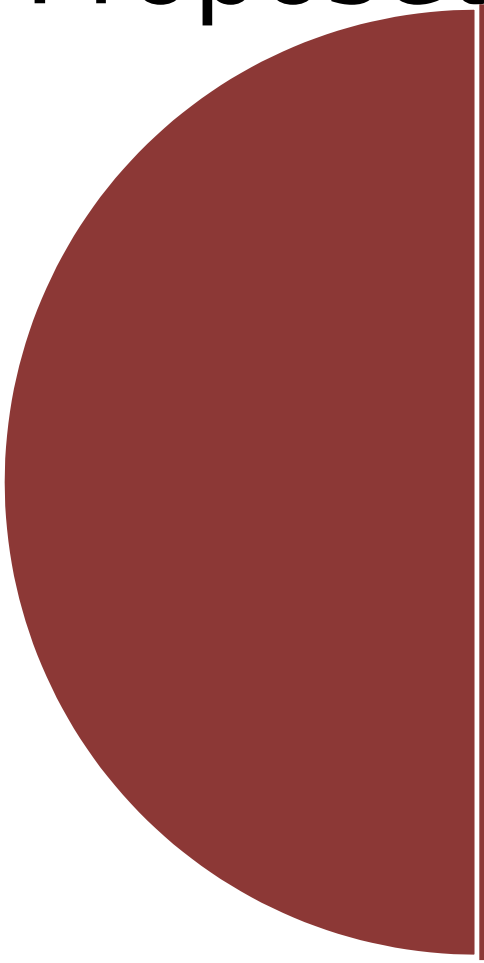
Joint Logistics Education & Training
Proposed Roadmap (Near-term)



Align

- Joint Logistics Billets w/ Applicable Courses
  - OPR: JS
  - OCRs: Combatant Commands
- Membership of JLVC Interoperability Working Group
  - OPR: USJFCOM
  - OCRs: DUSD (L&MR), JS-J-4, and Combatant Commands
- Bring Logistics Core Capabilities in JP 4-0 and the approved Logistics JCAs into alignment.
  - OPR: JS
  - OCRs: Combatant Commands
- Joint Logistics Competencies
  - OPR: JS J-4
  - OCRs: DUSD (L&MR), Combatant Commands, and Services

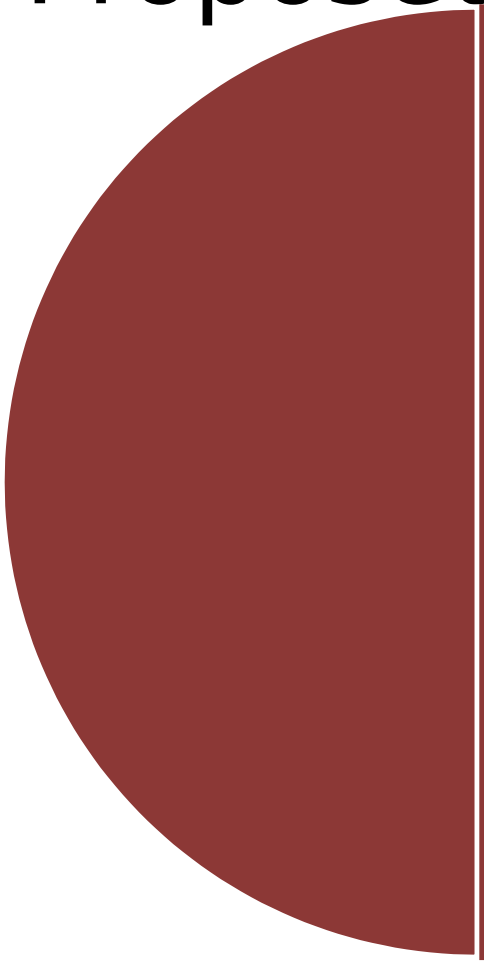
Joint Logistics Education & Training
Proposed Roadmap (Near-term)



Promote

- JKDDC & TC Distribution Academy
  - OPRs: USJFCOM J-7 and USTRANSCOM
- Logistics Human Capital Strategy
  - OPR: DUSD (L&MR)
  - OCRS: JS J-4 and Combatant Commands
- Availability of Logistics Tools & Handbooks
  - OPR : JS J-4
  - OCRs: USJFCOM and USTRANSCOM
- Joint Lessons Learned Information System (JLLIS)
  - OPRs: JS -7; USJFCOM
  - OCRs: Combatant Commands
- Logistics Educators COP & Education Landscape
  - OPR: JS J-4
  - OCRs: Combatant Commands

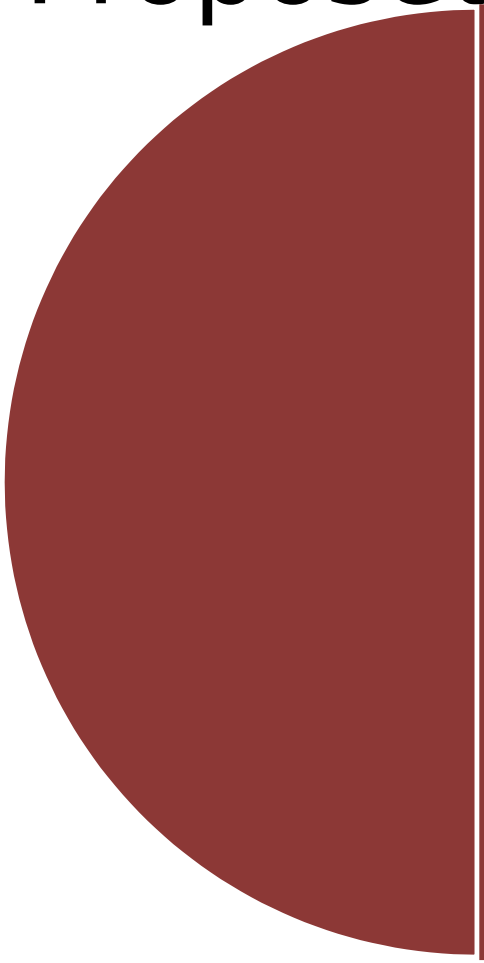
Joint Logistics Education & Training
Proposed Roadmap (Near-term)



Expand

- MN/IA/NGO logistics training
  - OPR: USJFCOM
  - OCRs: Combatant Commands and Services
- Joint Logistics Educations COP
  - OPR: JS J-4
  - OCRs: Combatant Commands and Center for Joint & Strategic Logistics Excellence (CJSLE)
- CJSLEJLVC Federation Integration Guide to include DESS
  - OPR: USJFCOM J-7
  - OCRs: Combatant Commands
- Center for Joint and Strategic Logistics Excellence
  - OPR: JS
  - OCRs: USJFCOM, USTRANSCOM, DUSD (L&MR), DLA, and NDU

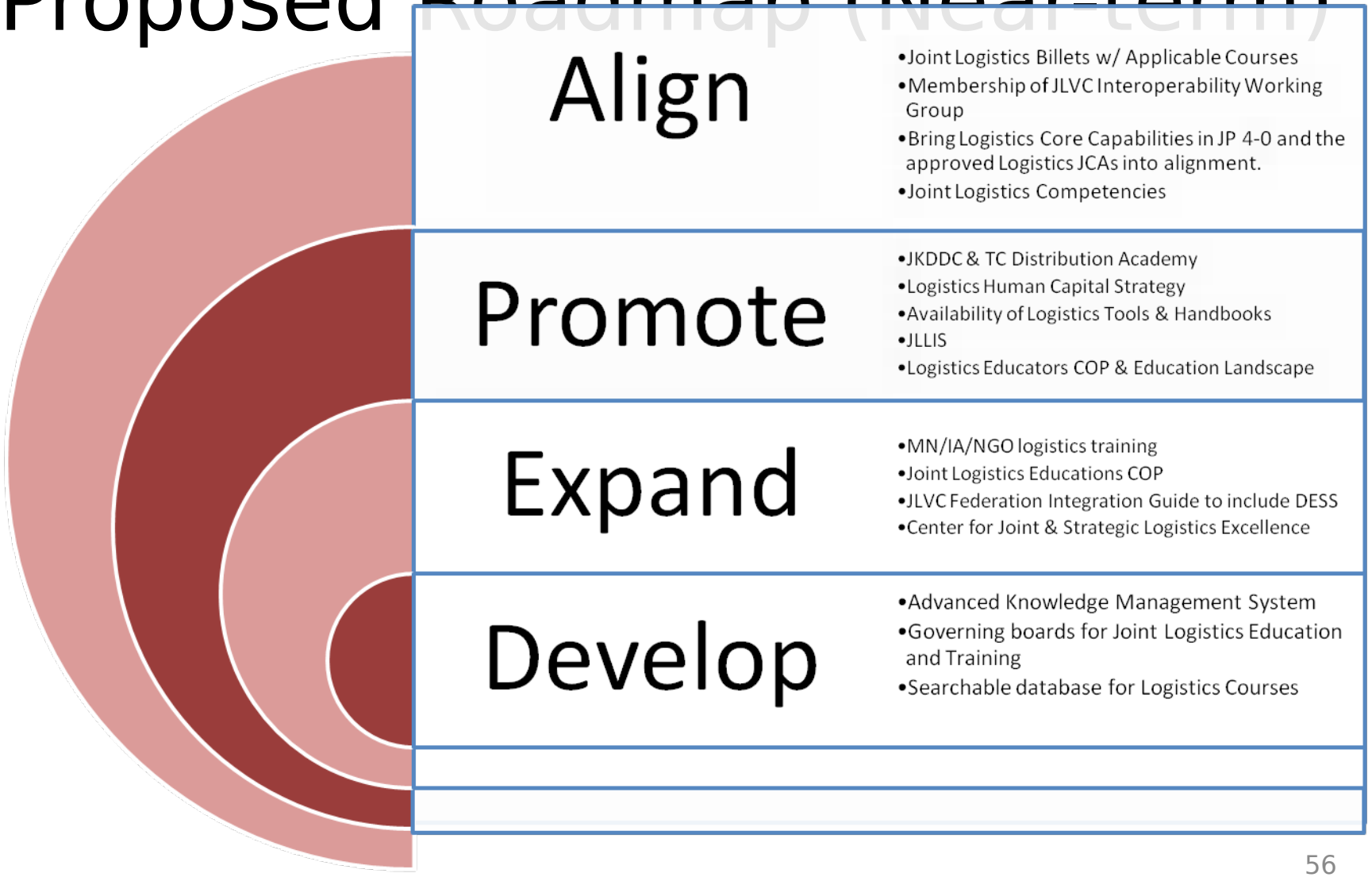
Joint Logistics Education & Training
Proposed Roadmap (Near-term)



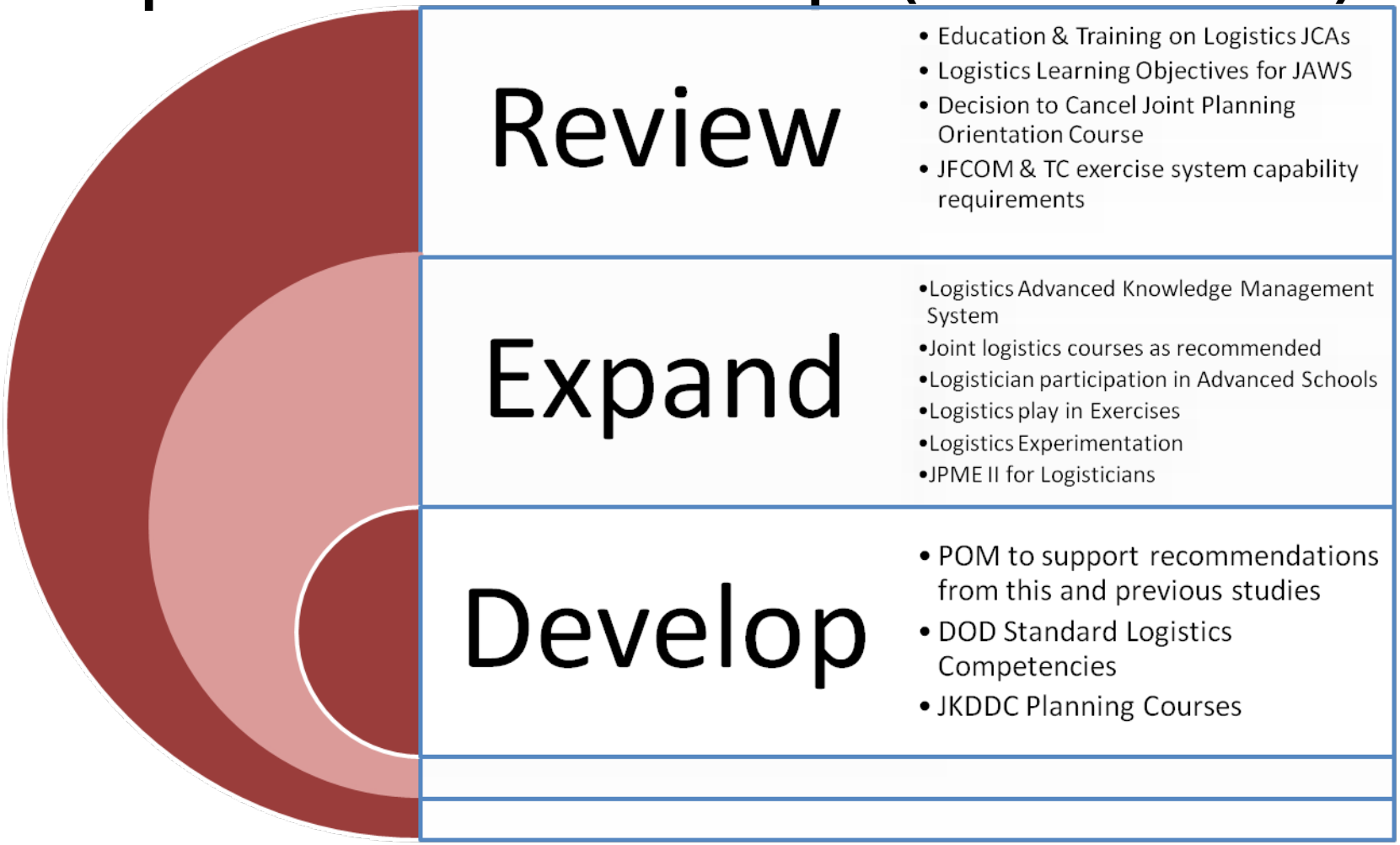
Develop

- Advanced Knowledge Management System
  - OPR: TBD
  - OCRs: DUSD (L&MR), JS, USJFCOM, USTRANSCOM, CJSLE
- Governing boards for Joint Logistics Education and Training
  - OPR: JS
  - OCRs: DUSD (L&MR), USJFCOM, USTRANSCOM, CJSLE
- Searchable database for Logistics Courses
  - OPR: CJSLE
  - OCRs: JS, Combatant Commands, Services

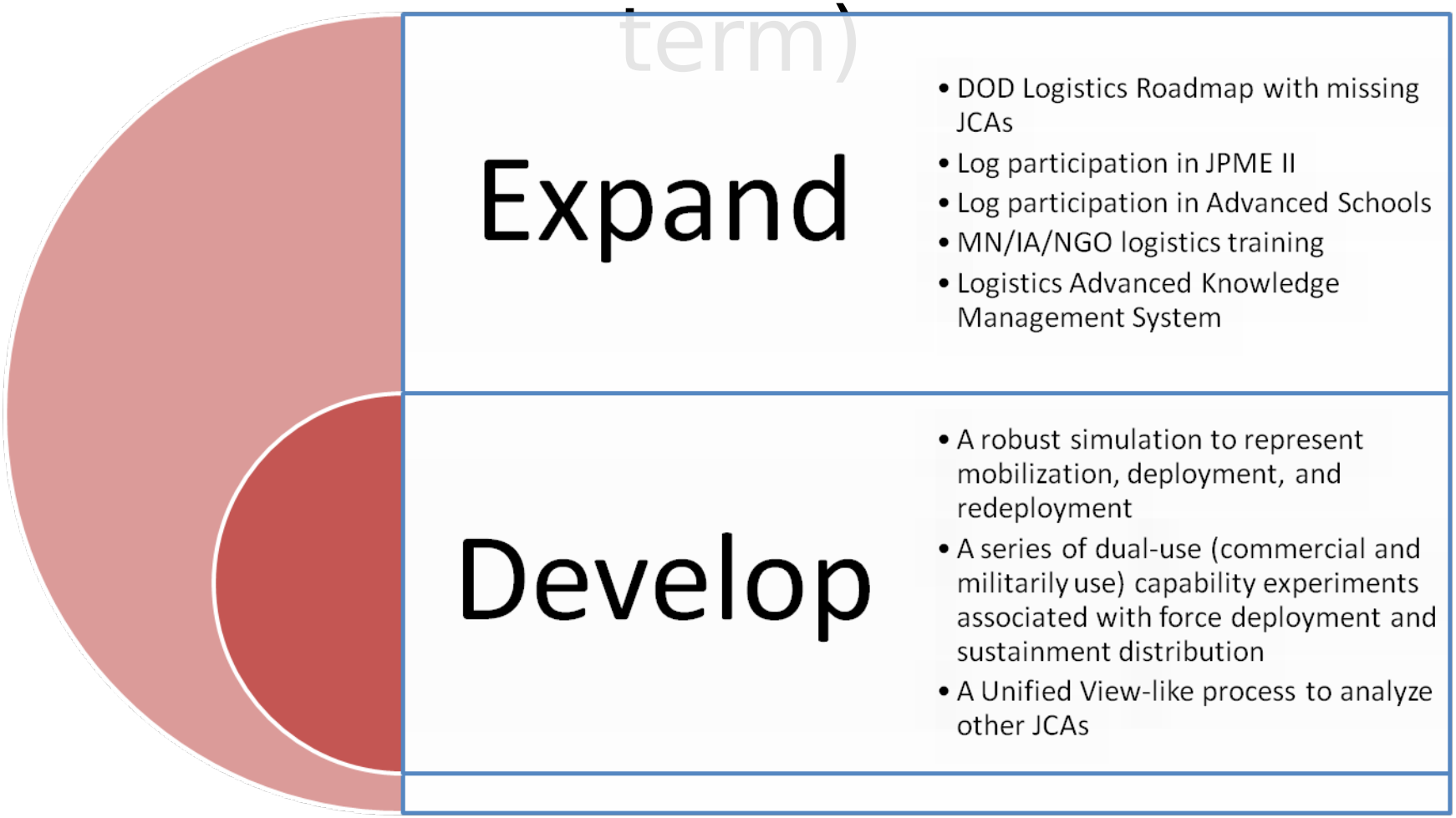
Joint Logistics Education & Training Proposed Roadmap (Near-term)


Align
•Joint Logistics Billets w/ Applicable Courses
•Membership of JLVC Interoperability Working Group
•Bring Logistics Core Capabilities in JP 4-0 and the approved Logistics JCAs into alignment.
•Joint Logistics Competencies
Promote
•JKDDC & TC Distribution Academy
•Logistics Human Capital Strategy
•Availability of Logistics Tools & Handbooks
•JLLIS
•Logistics Educators COP & Education Landscape
Expand
•MN/IA/NGO logistics training
•Joint Logistics Educations COP
•JLVC Federation Integration Guide to include DESS
•Center for Joint & Strategic Logistics Excellence
Develop
•Advanced Knowledge Management System
•Governing boards for Joint Logistics Education and Training
•Searchable database for Logistics Courses

Joint Logistics Education & Training
Proposed Roadmap (Mid-term)


Review
• Education & Training on Logistics JCAs
• Logistics Learning Objectives for JAWS
• Decision to Cancel Joint Planning Orientation Course
• JFCOM & TC exercise system capability requirements
Expand
•Logistics Advanced Knowledge Management System
•Joint logistics courses as recommended
•Logistician participation in Advanced Schools
•Logistics play in Exercises
•Logistics Experimentation
•JPME II for Logisticians
Develop
• POM to support recommendations from this and previous studies
• DOD Standard Logistics Competencies
• JKDDC Planning Courses

Joint Logistics Education & Training
Proposed Roadmap (Long-term)


Expand
• DOD Logistics Roadmap with missing JCAs
• Log participation in JPME II
• Log participation in Advanced Schools
• MN/IA/NGO logistics training
• Logistics Advanced Knowledge Management System
Develop
• A robust simulation to represent mobilization, deployment, and redeployment
• A series of dual-use (commercial and militarily use) capability experiments associated with force deployment and sustainment distribution
• A Unified View-like process to analyze other JCAs

QUESTIONS?